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512

IMPROVING DECISION MAKING IN THE MARKETING OF NEW CITIES

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MARKETING OF NEW CITIES

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An Abstract of a Dissertation Presented in
Partial Fulfillment of the Requirements for
the Degree, Doctor of Business Administration,
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ABSTRACT

The purpose of this research is to develop a conceptual model useful for improving decision making in the process of marketing planning for a new city. Available models completed to date have generally been oriented to patterns, trends, and constraints of existing older cities. These existing models have tended to disregard the growing body of empirical data that are available concerning new city developments. Usable models have also tended to be developed without providing adequate treatment of business marketing principles.

For this thesis, the experience of entrepreneurs engaged in the process of building and marketing new cities are used to construct a new model. Temporal and spatial events are categorized in a product life cycle model for determining appropriate marketing planning actions to be taken during the innovative, introductory, and growth phases of a new city's development. The normative model presented was constructed from literature sources and from exploratory findings obtained at two new city sites.

Answers are presented to the following questions:

1. What are the entrepreneur's basic purposes in marketing new cities?
2. What are the marketing strategies that might be considered as alternatives for directing marketing planning activities within the innovative, introductory, and growth phase of a new city's product life cycle?
3. What environmental conditions aid or hinder the entrepreneur in achieving established marketing goals?

4. What company capabilities or limitations aid or hinder the entrepreneur in reaching established marketing goals?

5. How are the alternative marketing mix combinations of products, channels, promotions, and prices established for each life cycle phase?

This research provides a normative product life cycle model for entrepreneurs to use in formulating strategies for the marketing of new cities. Such a normative product life cycle model also provides an instrument for continuous updating of the major decisions required in the process of marketing a new city. The study assumes that new city entrepreneurial marketing risks may be reduced through evaluative guidelines presented in the normative product life cycle model developed in this study.

A normative product life cycle model for improving decision making in the marketing of new cities may provide an instrument for conducting further research on how the solutions to city problems may be foreseen and condensed into a plan. Preliminary findings on the model may also provide a guide for further research into the marketing planning decisions required during the mature and declining phases of a new city's product life cycle.

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PROFESSIONAL DEVELOPMENT

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Affiliations: Registered Professional Industrial Engineer, State of California. Senior Member, American Institute of Industrial Engineers. Member, Sigma Iota Epsilon, National Management Honorary.

Teaching: Assistant Professor of Information Systems, teaching computer sciences, mathematical programming and systems design, California State University, San Diego, California, 1971 - present. Graduate Teaching Assistant in quantitative analysis and statistics, Arizona State University, 1969-1970. Instructor in financial computer systems, Los Angeles Metropolitan College, California, evenings, 1962-65. Instructor, General Electric's and IBM's Computer Education Centers, on demand, 1960-1969.

Selected Publications: Improving Decision Making in the Marketing of New Cities, D.B.A. dissertation, 1973, 201pp. The Manufacturing Industries' Market Plan, G.E., 1966, 112pp. On-Line Numerical Machine Tool Control, G.E., 1966, 31pp. Automated Land Records for the City of Los Angeles, L.A., City, 1963, 52pp. The Problems of Police-Fire Integration, M.S. Thesis, 1958, 126pp.

PROFESSIONAL HISTORY, RESPONSIBILITIES, AND ACCOMPLISHMENTS

General Electric Company: Seven years' staff experience as Manager, 1968-70, Project Manager, 1966-67, and Senior Planner, 1964-66 in forecasting and planning division operations, researching product and market investment opportunities, consulting on advanced systems developments, and implementing marketing planning strategies in the Information Systems Division, Phoenix, Arizona, and the Information Services Division in Washington, D.C. Member of GE's Speakers' Bureau and Elfun Society. Salaried educational leave of absence, 1970, to obtain the D.B.A. degree. Recipient of GE's 1966 Effective Presentation Award.

International Business Machines Corporation: Account Manager, 1963-64 and Senior Systems Engineer, 1960-63 in Los Angeles, California. Responsible for planning, directing, and controlling computer installations and support efforts in government, services, manufacturing, and distribution accounts with \$2.4 million annual rental billing and \$1.5 million in annual if-sold computer shipments. Recipient of IBM's 1962 Outstanding Contributions Award in Systems Engineering and IBM's 1963 Regional Managers' Award.

Public Administration: Four years' administrative experience as Assistant Chief Administrative Officer, 1959-60, City of Baldwin Park, California, and Planning Director and Secretary to the Planning Commission, 1956-58, City of Martinez, California. Responsible to the City Council for the finance and personnel functions, and Planning Commission for industrial, urban renewal, and community planning, U.S. Navy, 1953-56, Head, Engineer Department (LTCG), U.S.S. Gunston Hall, LSD-5.

Personal: Age 43, married, two sons.

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